



Strategic Planning: in Today's World

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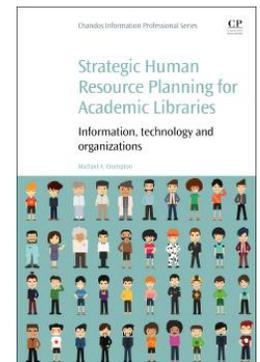
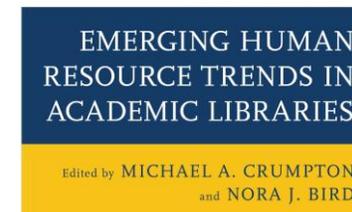
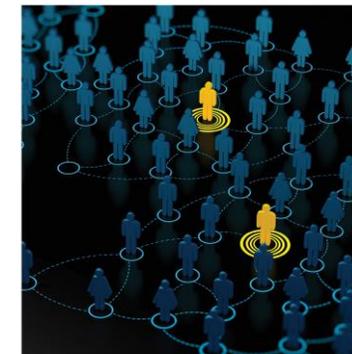
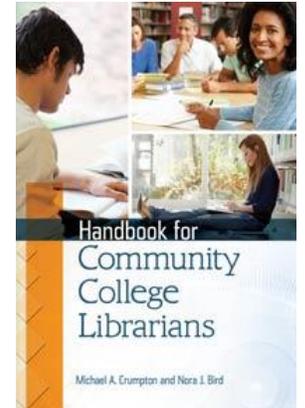
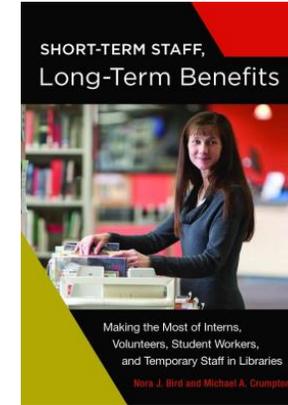
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The Strategic Planning Process

Learning Objectives

These are the learning objectives for this session:

- **Learn the value of strategic planning.**
- **Learn the steps in the strategic planning process.**
- **Learn the value of establishing goals and objectives.**

Goals and Objectives

- **Goals are statements about general aims or purposes that are broad, long-range intended outcomes.**
- **Objectives are brief clear statements that describe desired outcomes.**

Three Types of Planning

Strategic Plans are long term (3-5 years) & include:

- Mission Statements (why does the organization exist?)
- Vision Statements (long term goals – where does the organization want to go?)
- Value Statements (service philosophy – how does the organization want to operate?)
- Environmental scanning
- SWOT (strengths, weaknesses, opportunities, and threats) Analysis

Tactical Plans are mid-term (1-3 years) & include:

- Goals – specific benchmarks within the time-frame of the strategic plan.
- Objectives – detailed steps to reach stated goals.
- SMARTER (specific, measurable, acceptable, realistic, time-framed, extending, and rewarding) Goals.

Operational Plans are short term (daily, monthly, quarterly) & include:

- Policies – set limits within which staff may act. They can be originated, appealed, implied, or imposed.
- Procedures – provide a detailed sequence of steps to be used to carry out specific tasks.
- Programs – complex, sometimes ongoing organizational or departmental operations.
- Scenarios – “gaming” possible future events & creating appropriate action plans for them.

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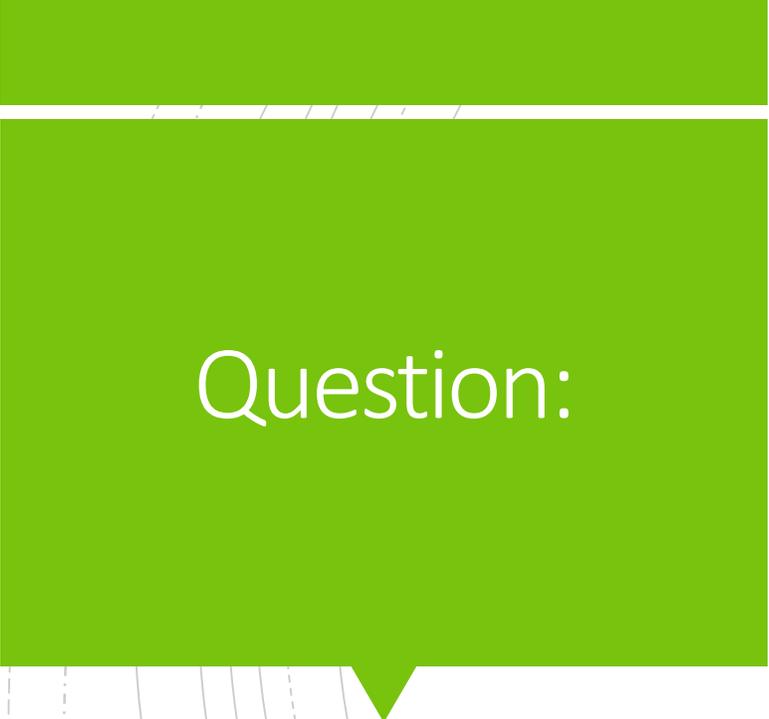
Question

For you

- Describe your experience with developing goals and objectives, was it realistic? Was it useful in the end?

Assessment and Evaluation

- **Assessment is the process or means of evaluating work or activity.**
- **Evaluation is the development of a judgement about the amount, number or value of something.**

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Question:

- What is your role in the evaluation and assessment process? Do you discuss the use of measures? Do you vary the methodology of the assessment?

The Strategic Planning Process

What is Strategic Planning?

“Creating strategy is creating a process for being sustainable and achieving success with an organization’s primary mission.”

- The goal of all strategic planning is to create a solid framework by which important decisions, process development, and competitive position may be created
- Good strategic planning will be flexible and dynamic, and allow for future goals to be implemented

Strategic Planning Phases

- **Four-Phased Approach**
 - Strategy Formulation
 - Strategy Development
 - Strategy Implementation
 - Strategy Evaluation

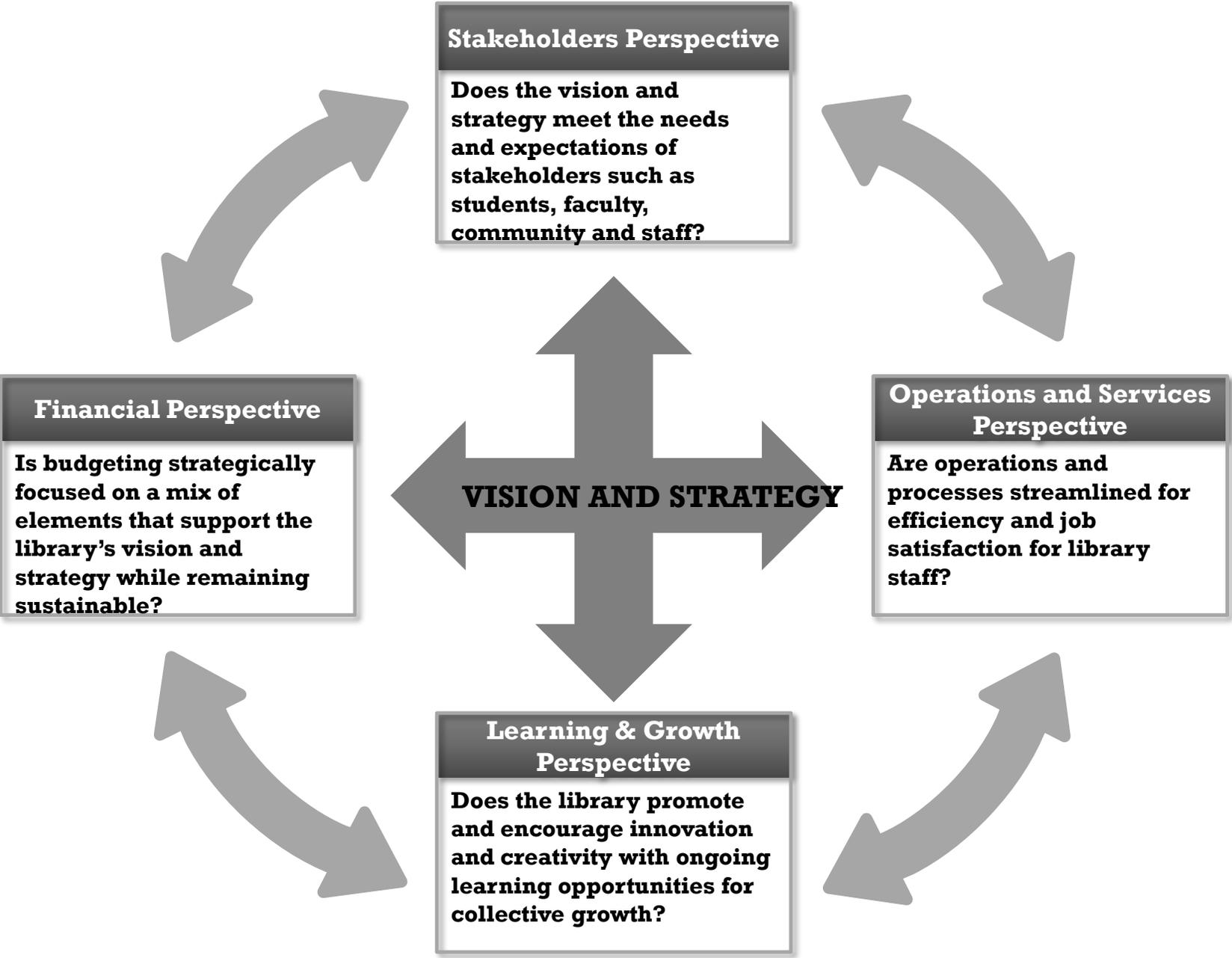
Strategy Formulation & Development

■ **Formulation**

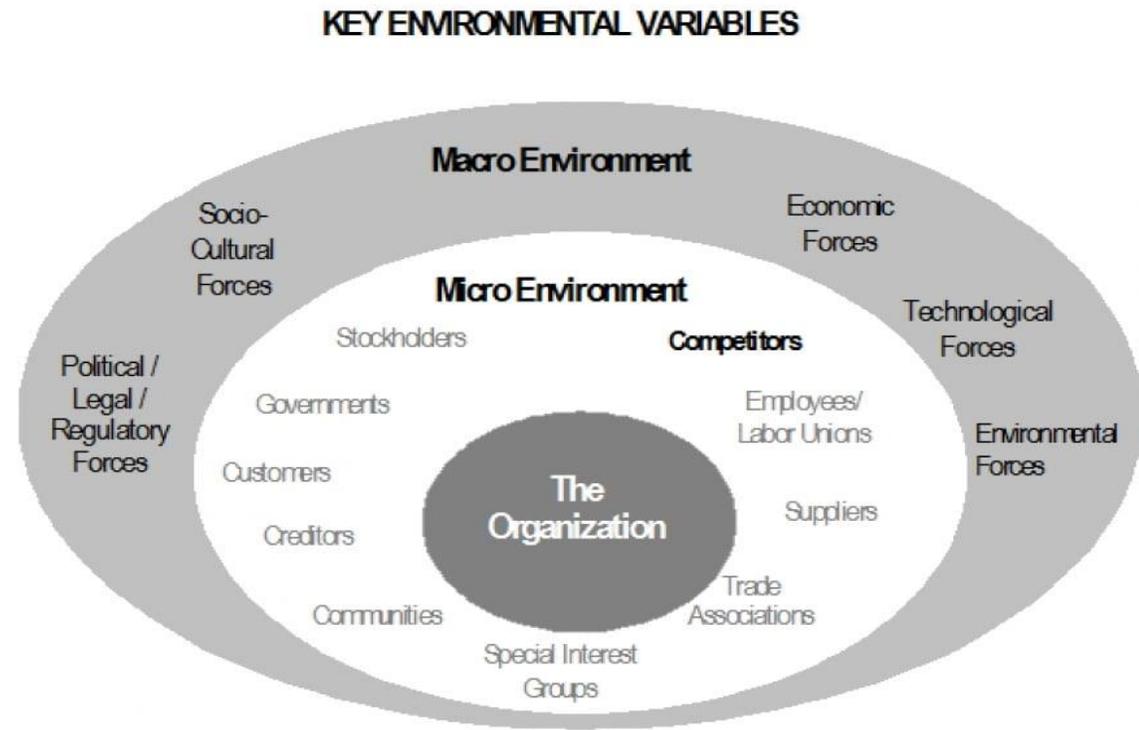
- Developing Mission and/or Vision Statement
- Reviewing of statements may lead to necessary re-evaluation and reassessment of goals and visions
- Keeping mission and vision updated and reflective of the needs of the library is key to developing a strong organization identity

■ **Development**

- Gathering necessary information for the planning process
- SWOT Analysis: Identifying strengths, weaknesses, opportunities, and threats in regard to the organization
- Environmental Scan – relevant data regarding external factors may influence operation
 - Who? What? When? Where? Why? How?



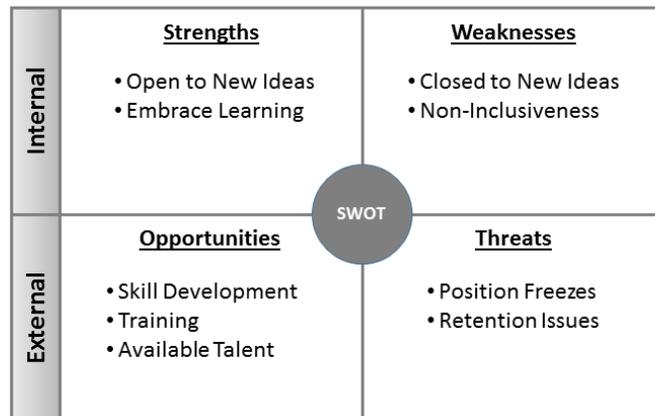
Environmental Scanning



- Environmental scanning is the process of gathering information about events and their relationships within an organization's internal and external environments. The basic purpose of environmental scanning is to help management determine the future direction of the organization.

SWOT

2.1 SWOT



■ Strengths and Weaknesses

- Traditional strengths may become new weaknesses
- Change and progression alter strengths and weaknesses; remain flexible to change to keep the organization moving forward

■ Opportunities and Threats

- Some threats may be considered opportunities
- Example given in SR: the threat of budget declines may provide the opportunity to seek out alternative revenue resources

How to Perform a SWOT Analysis

- https://www.youtube.com/watch?v=I_6AVRGLXGA

Strategy Implementation

- Establishing short-term objectives and goals to measure a strategy's effectiveness
 - How will resources be distributed? How will communication be used to keep staff members motivated to continue using the strategy?
- Employee "buy-in"
 - Keep the staff up-to-date and on board with strategy implementation, challenges, benefits (to the individual and to the organization)
 - Learning opportunities, recognition of team efforts, ensuring everyone concerned is part of the communication effort

Strategy Evaluation

- Review implemented strategies and determine the effects (positive and negative) of implementation
- Allow for 'tweaking' of original strategy, gather feedback from staff members to determine what is or is not working
- Objective and learned feedback available via the inclusion of human resource professionals
 - Consultant role, designed to create partnerships and

People

- **Talent Acquisition**
- **Retention Efforts**
- **Employee Engagement**
- **Professional Development**
- **Benefit Administration**

Organization

- **Provide Structure for Organizational Guidelines**
- **Organizational Effectiveness Planning**
- **Workforce Management and Disciplines**
- **Employee Relations**

Workplace

- **Diversity and Inclusion Issues**
- **Risk Management**
- **Institutional Social Responsibility**
- **Employment Law and Regulations**

Strategy

- **Institutional Vision and Strategic Direction**
- **Institutional Values**

Strategic Plan Development

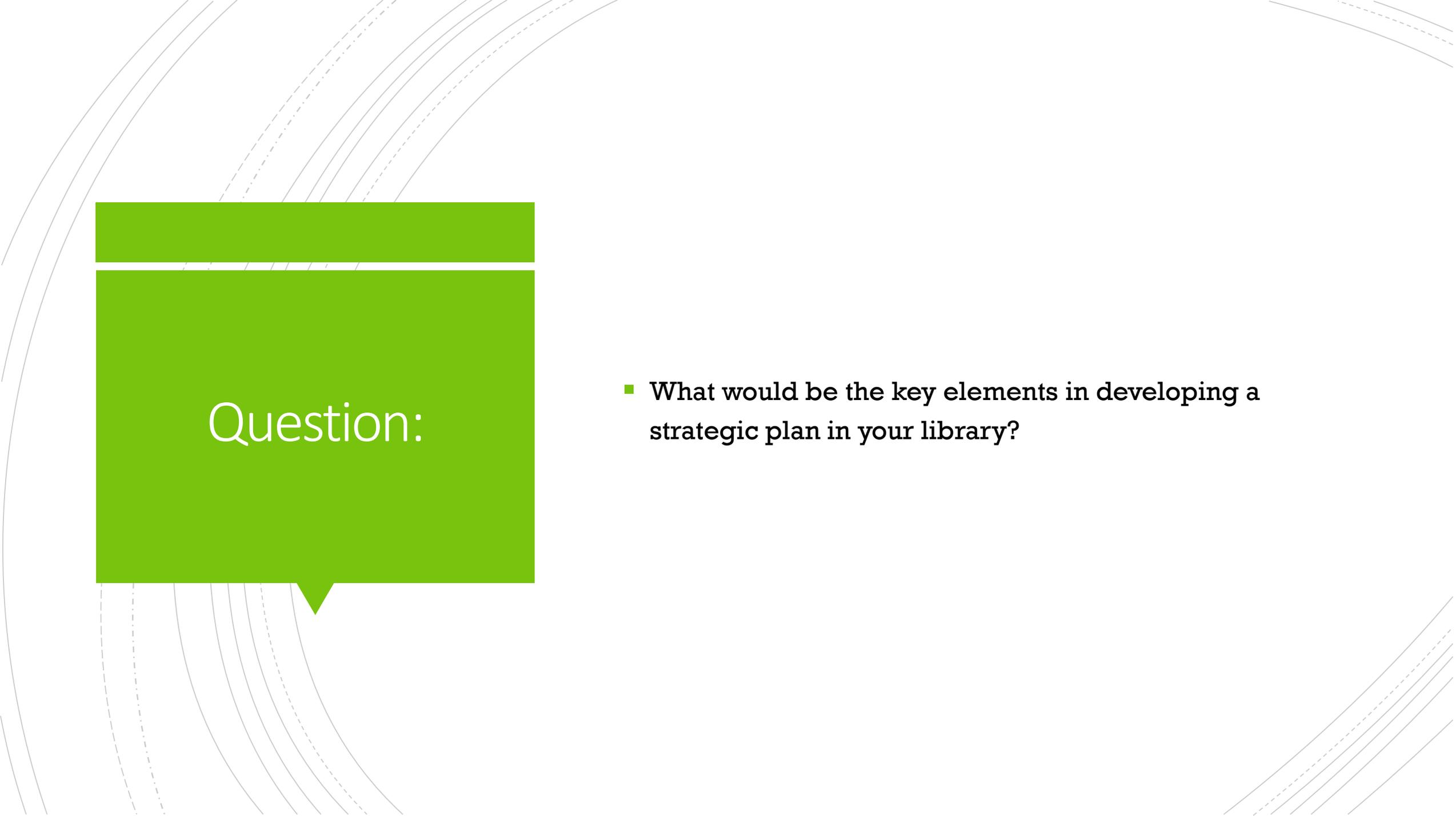
- **The Breakdown:**
 - Foundation
 - Mission Statement
 - Supporting Components
 - Values
 - Institutional goals
 - Vision
 - Strategic Plan
 - Goals and objectives
 - Implementation plan

Strategic Planning in the Library

- **Mary Wilkins Jordan's basic outline for strategic planning follows these steps:**
 - **Gather data**
 - **Assess the current situation**
 - **Set goals**
 - **Establish evaluation standards**
 - **Implement the plan**
 - **Assess the plan**
 - **Celebrate!**

Jordan's Steps – In Depth

- **Gather Data**
 - What information will impact the library's services and operations?
 - Budget, marketing plans, policies and procedures, job descriptions, competencies
 - Annual reports – data and trends
- **Assess the current situation**
 - What are the current strengths and weaknesses of the organization?
 - SWOT analysis
- **Set goals**
 - Wants and needs, determined by internal and external factors
 - SMART: Specific, Measurable, Achievable, Realistic, Timely
 - SMARTER: Evaluate and Re-evaluate
- **Establish evaluation standards**
 - What would success look like?
 - What should be looked for, what modifications might be needed
- **Implement the plan**
 - Keep up the momentum and implement when planned to avoid frustration
- **Assess the plan**
 - Evaluation is ongoing
 - Feedback is critical
- **Celebrate**
 - Whip up a cake or something because you did it and acknowledging the accomplishment is good for everyone!

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Question:

- What would be the key elements in developing a strategic plan in your library?

Planning Errors (What Could Go Wrong?)

- **American Management Association study found that strategic planning can be undermined by:**
 - Unclear goals
 - Organizational goals and strategic plan goals fail to align
 - Organizational infrastructures unable to adapt to the plan
 - Weak or lack of leadership development
 - Lack of engagement and/or communication with staff
 - Resource allocation not properly addressed
- **Also included: Strategic planning as a reactive form of resource allocation, rather than being purely strategic in nature**
 - Example: organization forced into strategic planning by circumstances, rather than to better themselves as an organization

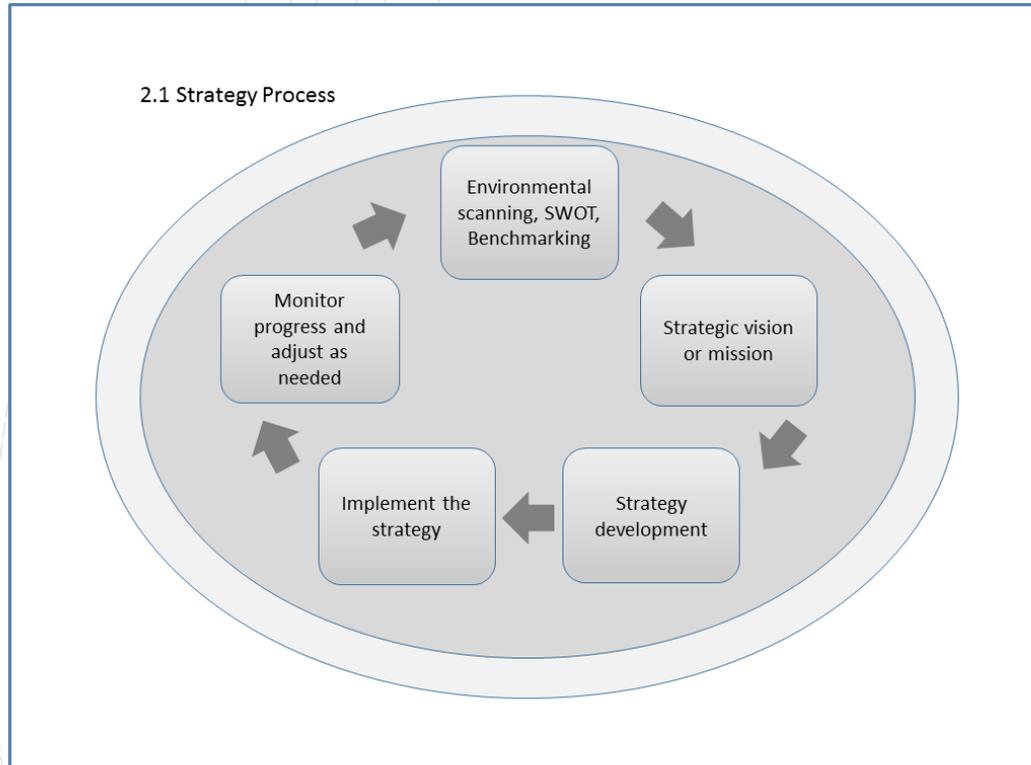
Benchmarking

- **Benchmarking: Identifying and evaluating services, processes and workflows of similar organizations**
 - Establishes a view of the best practices, compares and evaluates the development of your own plans
 - Allows for either emulating or avoiding the actions of others with similar goals
- **Compare your library with those of a similar size and with similar missions**
 - How are they organizing their plans? What is and is not working for them?
 - What kind of community attributes do they have?

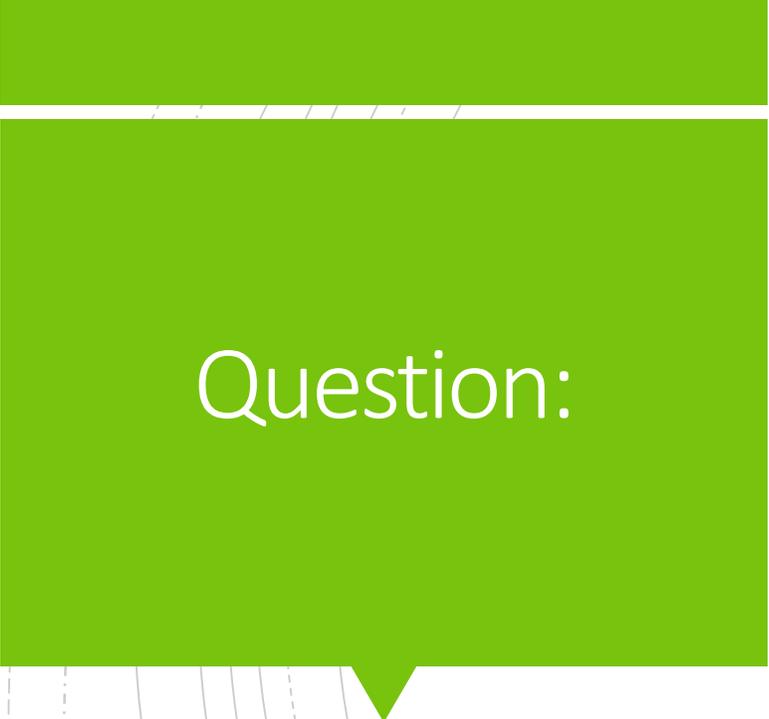
Understanding and Supporting the Strategy

- **Support and acceptance:** a key part to any strategic planning process
- **SWOT, PEST**
 - **PEST:** Political, economic, socio-cultural, and technological changes
- **Knowing your environment, understanding PEST of your organization's surroundings**
- **Other important factors:**
 - Economic trends
 - Vendors, long-term costs
 - User behaviors related to information needs
 - Competition
 - Changing, growing technology
 - Political changes
 - Cultural factors
- **SWOT analysis**
- **Vision and Mission Statements:** Every good strategic plan starts here

Strategic Planning Process: Steps



- **Strategic Vision or Mission**
 - Plans start here; gives direction and future purpose to the organization
- **Environmental scanning, SWOT, Benchmarking**
 - Continually and consistently performed throughout
- **Strategy Development**
 - Follow emerging trends, reduce or eliminate unnecessary activities
 - **Monitor Progress and Adjust as Needed**
 - Feedback from stakeholders and ongoing assessment of the plan keeps everything on track

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Question:

- How would you use SWOT analysis in your library to vet out and organize information?

Organizational Development

“In order for an organization to achieve its strategic goals and objectives efficiently, a culture of deliberately planned activities should be maintained by all individuals and stakeholders involved.”

- Measurable, promotable outcomes created by establishing the best practices and doing the proper research
- Maureen Sullivan’s key elements of how to approach organizational development:
 - Organizational structure
 - Organizational systems
 - Human resource systems
- Streamlined approach lead by strong library leaders allows for the survival of the organization

Organizational Development and Leadership

- Denise Stephens and Keith Russell's key points, as published in an issue of *Library Trends*:
 - Library employees underutilized as resources
 - How groups produce outputs can be improved
 - Organizational structures can be more efficient
 - New approaches to managing operations needed for more empowerment
 - Change can be foreseen and anticipated for better execution
 - Benchmark with other professions to gain perspective on organizational improvements
- Libraries are facing some of the same challenges as they were 10 years ago, albeit under different circumstances
- Keith Russell: Evidence-based practice to see libraries through the changes to come – and there WILL be changes
 - Rapid development of technology and deteriorating financial support can make improvements more critical
 - Evaluate success with three areas of reason: process, content, and a “serendipitous view of how others are approaching the organizational development challenge as well.”
 - Evidence-based decisions support changes needed to ensure organization's sustainability

Leadership

Self Analysis

- 1. I am consistently capable of developing a plan to facilitate specific objectives at my level of responsibility. Not at all 0
1 2 3 4 To a very great extent
- 2. I am consistently capable of removing obstacles to implementing specific objectives at my level of responsibility. Not at all 0 1 2 3 4 To a very great extent
- 3. I am consistently capable of establishing clear standards for implementing specific objectives at my level of responsibility. Not at all 0 1 2 3 4 To a very great extent
- 4. I am consistently knowledgeable about the details of specific objectives at my level of responsibility. Not at all 0 1 2 3 4 To a very great extent
- 5. I am consistently able to answer staff questions about specific objectives at my organizational level of responsibility. Not at all 0 1 2 3 4 To a very great extent

COVID impacts to planning

- Reframing specific issues being addressed
- Discover constituents true of modified needs
- Prototype, create examples
- Recognize energy and behaviors changes

Discussion Questions

- Do you participate in the development of goals and objectives?
- Do you assess or evaluate the activities in our work environment?
- Strategic planning in YOUR workplace: have you seen strategic planning implemented? In what ways? Was it successful, and if not, why?
- The SWOT table: could anything be added/removed for clarification?

References

- Jordan, Mary Wilkins, Strategic planning / in Velasquez, Diane. Library Management 101: A Practical Guide. , 2013. Internet resource.
- Denise Stephens and Keith Russell, special issue of Library Trends
- Laura Saunders (2016) Room for Improvement: Priorities in Academic Libraries' Strategic Plans, Journal of Library Administration, 56:1, 1-16, DOI:10.1080/01930826.2015.1105029 (14) (PDF) Room for Improvement: Priorities in Academic Libraries' Strategic Plans. Available from: https://www.researchgate.net/publication/284749154_Room_for_Improvement_Priorities_in_Academic_Libraries'_Strategic_Plans [accessed Jul 20 2020].
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